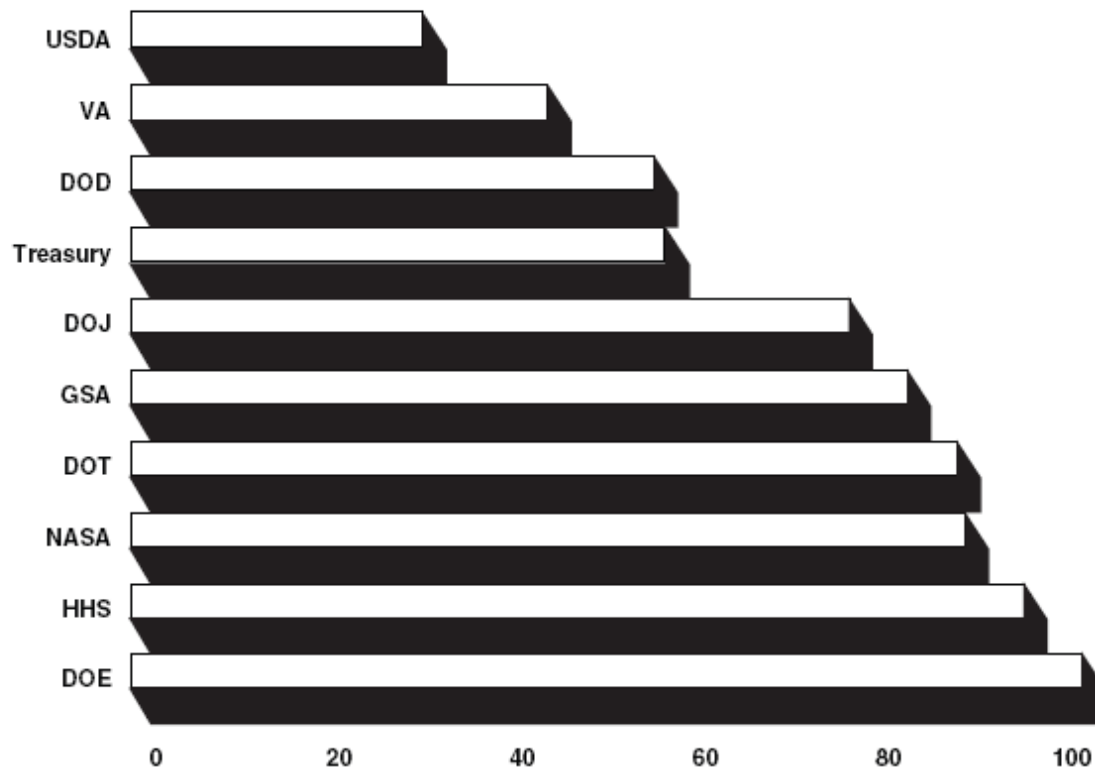


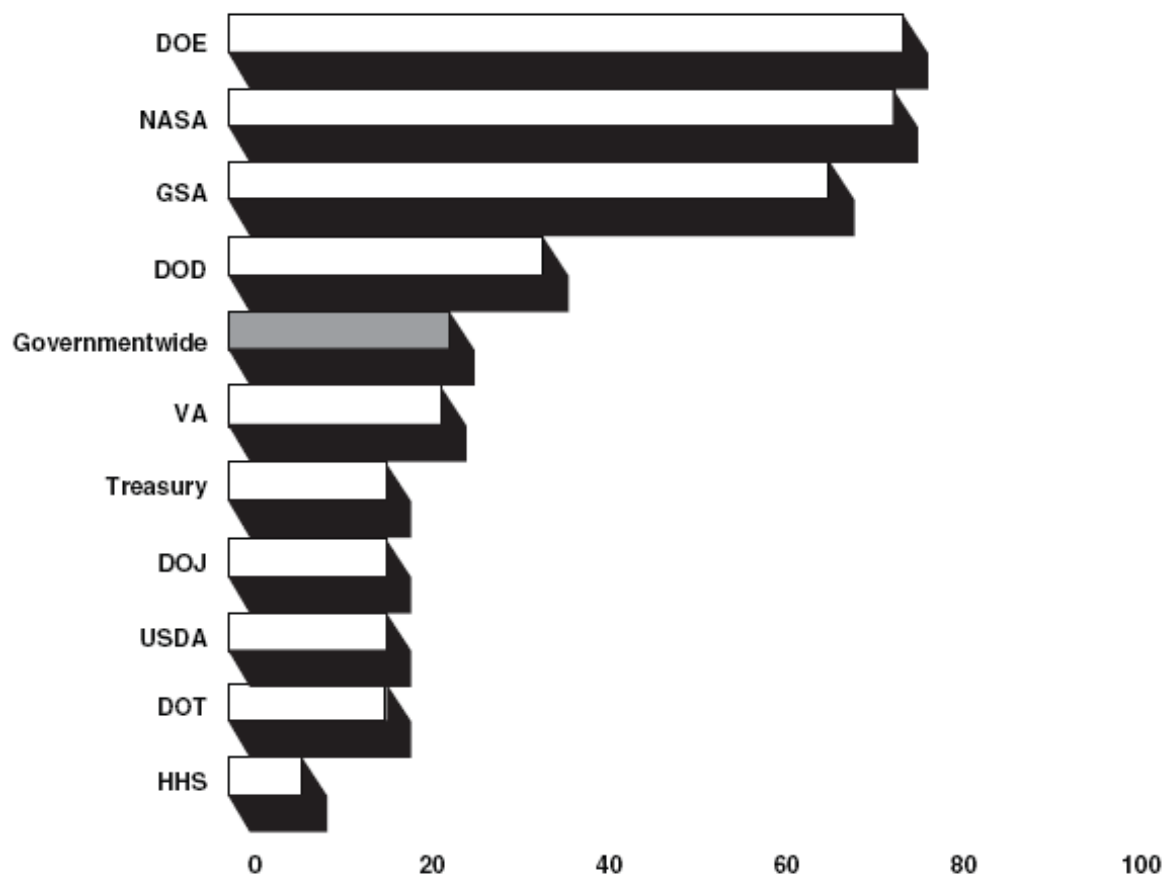
**Figure 2: Percent of Contract Dollars Spent on Services in Fiscal Year 2001**



Source: FPDS and FAA.

Note: GAO analysis of data provided by FPDS and FAA for actions exceeding \$25,000.

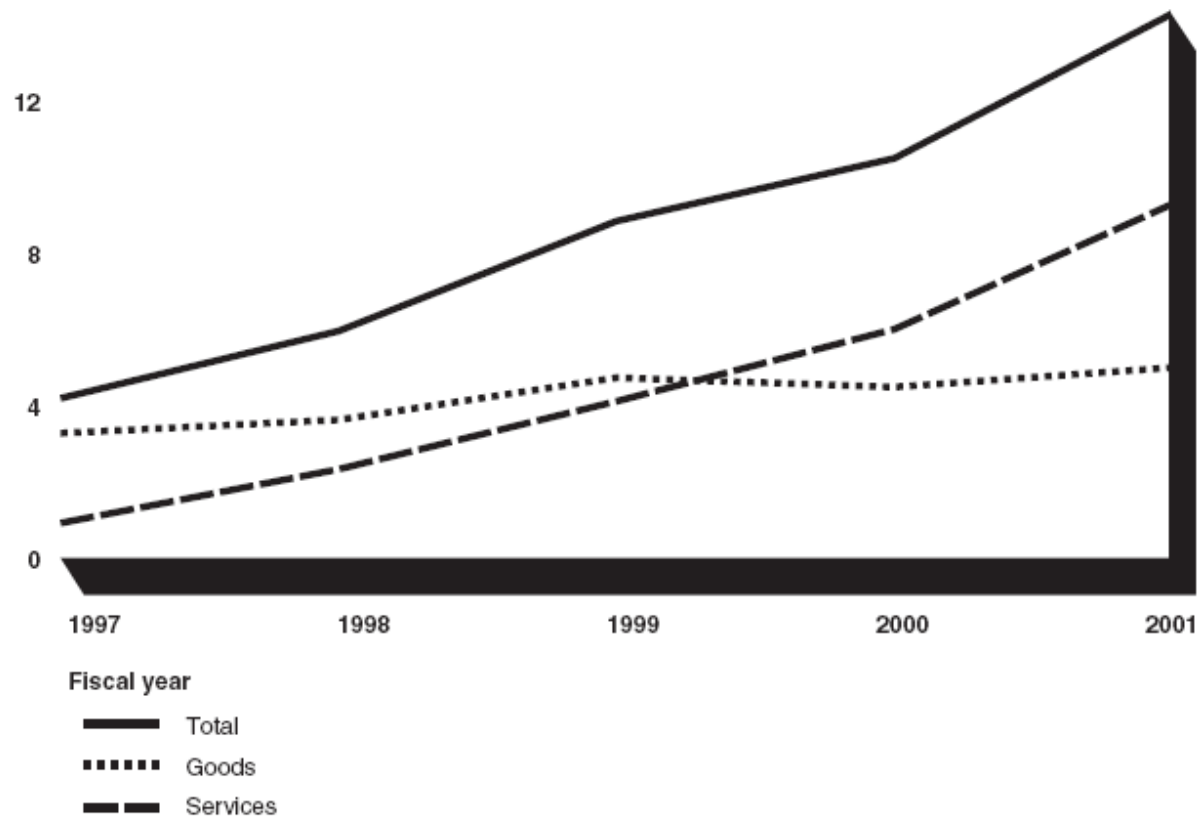
**Figure 3: Acquisition of Goods and Services as a Percent of Agencies' Discretionary Budget Resources, Fiscal Year 2001**



Source: FPDS, OMB, and FAA.

**Figure 4: Amount Spent Using the Federal Supply Schedule, Fiscal Year 1997 through Fiscal Year 2001**

16 Dollars in billions



Source: FPDS and FAA.

**Table 1: Agency Use of the Federal Supply Schedule Program**

Agency	Fiscal year		Change (percent)
	1997	2001	
DOD	\$1,853	\$6,489	250
GSA	498	4,274	758
VA <sup>a</sup>	783	668	-15
DOJ	234	470	101
Treasury	94	324	245
DOT	167	242	45
NASA	32	179	459
HHS	42	159	279
DOE	41	136	232
USDA	38	129	239
Governmentwide	4,324	14,436	234

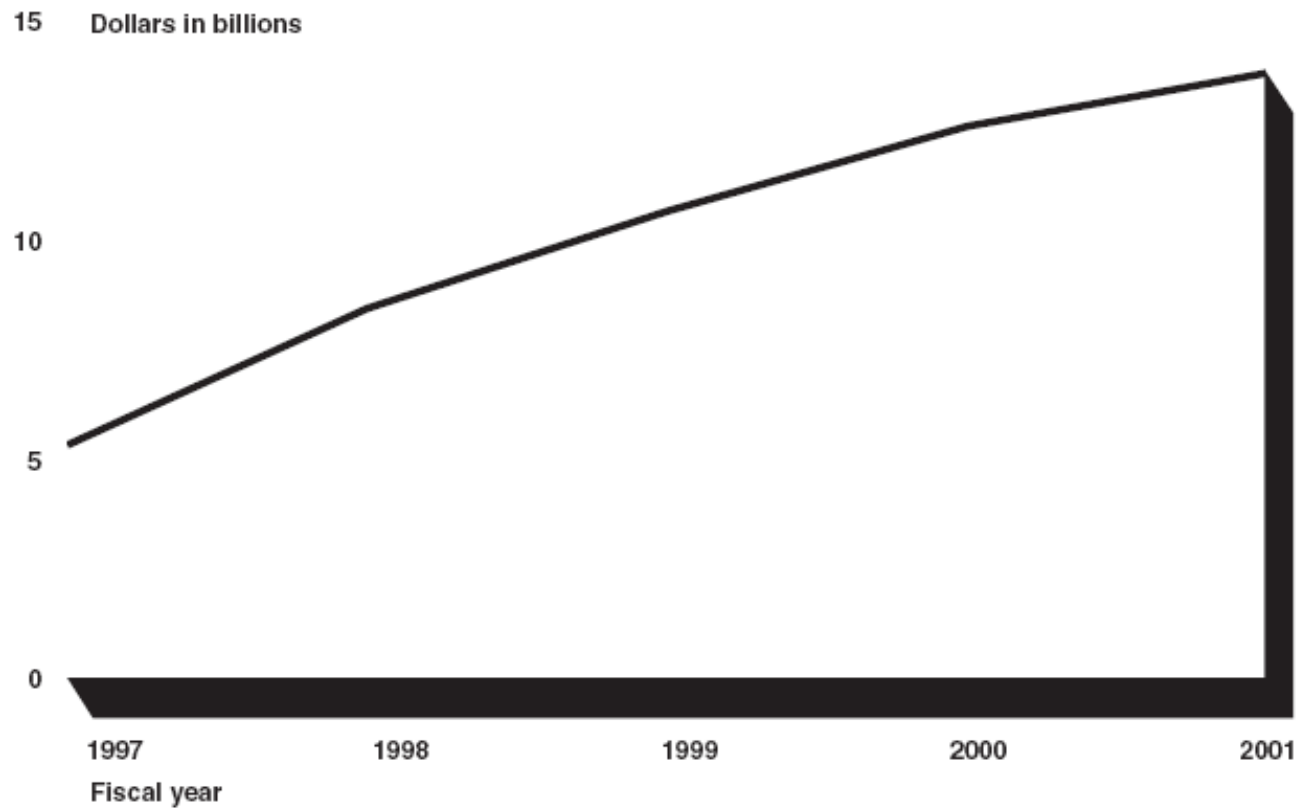
Source: FPDS and FAA.

Notes: GAO analysis of data provided by FPDS and FAA for actions exceeding \$25,000.

Dollars in millions, shown in constant fiscal year 2001 dollars.

<sup>a</sup>VA officials noted that in addition to figures reflected in table 1, VA's prime vendors for pharmaceuticals and medical/surgical supplies make extensive use of the schedule program to satisfy VA's requirements.

**Figure 5: Governmentwide Use of Purchase Cards**

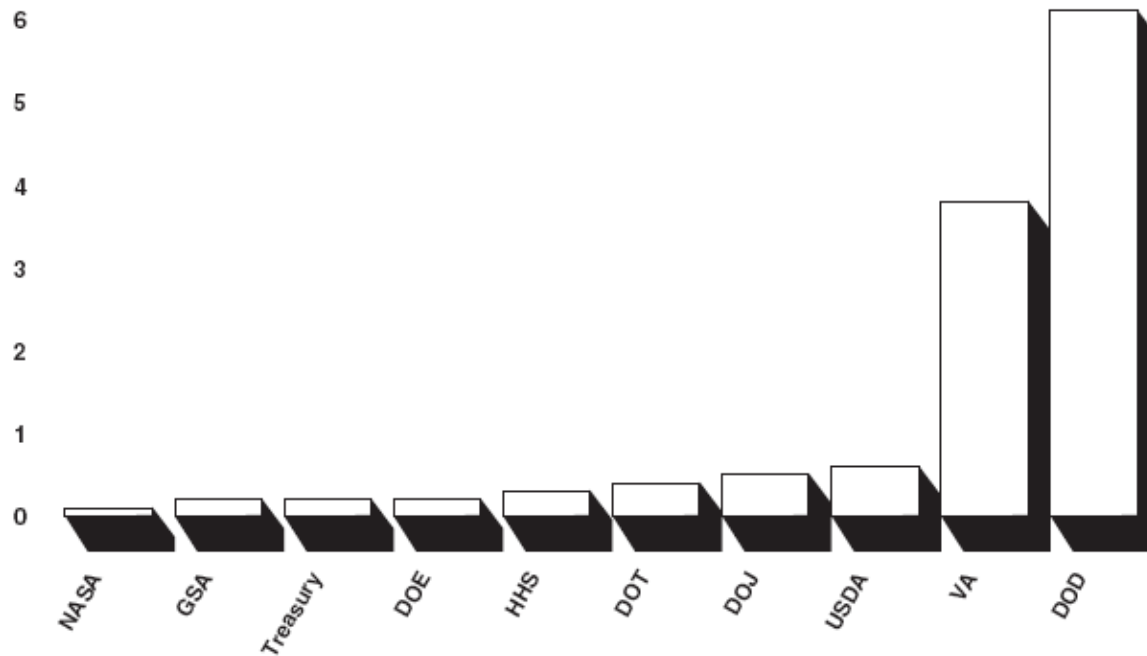


Source: FPDS.

Note: GAO analysis of FPDS data.

**Figure 6: Purchase Card Use in Fiscal Year 2001**

7 Dollars in billions



Source: FPDS and FAA.

Note: GAO analysis of data provided by FPDS and FAA.

Table 3: Federal Acquisition Personnel and Workload

Agency	Acquisition workforce		Changes in contract actions, fiscal years 1997 through 2001		
	Total Sept. 2001	Percent change in workforce since fiscal year 1997	Change in total contract actions (percent)	Change in contract actions exceeding \$25,000 (percent)	Change in contract actions \$25,000 or less (percent)
Governmentwide	103,053	-5	-6	26	-7
DOD	68,513	-9	5	27	4
USDA	5,703	-6	-79	25	-81
DOE	1,449	10	4	19	-3
GSA	2,743	11	-75	68	-82
HHS	2,490	9	-29	44	-31
DOJ	1,457	-2	-11	26	-13
NASA	1,246	-4	-38	-12	-50
DOT	1,514	-7	-37	27	-48
Treasury	2,561	8	12	15	11
VA	2,562	-6	29	-12	30

Source: OPM, FPDS, and FAA.

**Figure 3: Principal Types of Goods and Services in Fiscal Year 2001**

Dollars in millions			
	Fiscal year		Change (percent)
	2001	1997	
<b>Goods</b>			
Aircraft and airframe structural components	\$14,759.8	\$10,368.4	42
Ships, small craft, pontoons, and floating docks	8,296.8	3,631.8	128
Communication and detection equipment	4,326.8	4,880.2	-11
Other goods	38,747.6	34,853.6	11
<b>Total goods</b>	<b>\$66,131.0</b>	<b>\$53,734.0</b>	<b>23</b>
<b>Services</b>			
Research and development	21,541.1	21,665.6	-1
Professional, administrative, and management support	11,428.1	9,411.5	21
Construction of structures and facilities	6,656.2	6,893.8	-3
Other services	37,385.1	34,006.3	10
<b>Total services</b>	<b>\$77,010.5</b>	<b>\$71,977.2</b>	<b>7</b>
<b>Total goods and services</b>	<b>\$143,141.5</b>	<b>\$125,711.2</b>	<b>14</b>

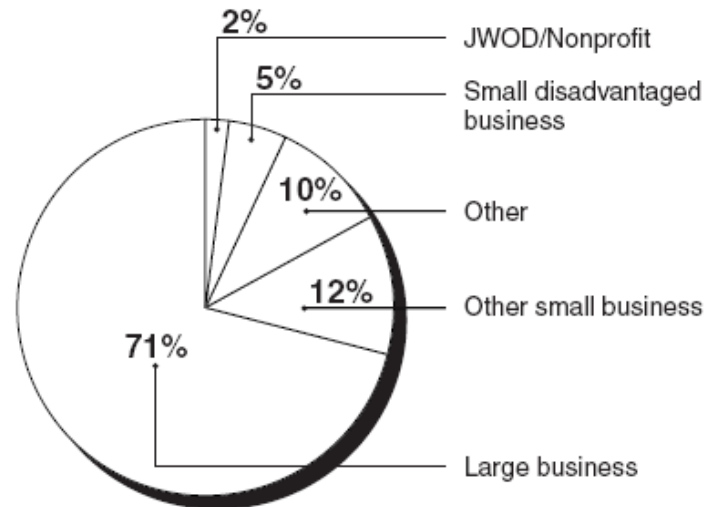
Source: FPDS.

Notes: These figures include only orders and contracts for more than \$25,000; contracts for \$25,000 or less and purchase cards are excluded.

All dollar figures have been converted to constant 2001 dollars.



**Figure 4: Vendor Type, Fiscal Year 2001**



Source: FPDS.

Notes: 2 percent of DOD's vendors are women-owned businesses.

Other includes hospitals, foreign contractors, domestic contractors working outside the United States, and educational institutions, including historically black colleges and universities and minority institutions.

These figures include only orders and contracts for more than \$25,000; contracts for \$25,000 or less and purchase cards are excluded.

**Figure 5: Top Five Vendors, Fiscal Year 2001**

Dollars in billions		
Vendor	Goods and services provided	Amount awarded
1. Lockheed Martin	Weapons systems integration and IT	\$14.7
2. Boeing	Aircraft, electronics, and IT	\$13.3
3. Newport News Shipbuilding	Ship building and repair	\$5.9
4. Raytheon Company	Guided missile systems, electronics, and IT	\$5.6
5. Northrop Grumman	Aircraft, electronics, and IT	\$5.1

Source: DOD.

**Figure 6: Principal Contract Types Employed in Fiscal Year 2001**

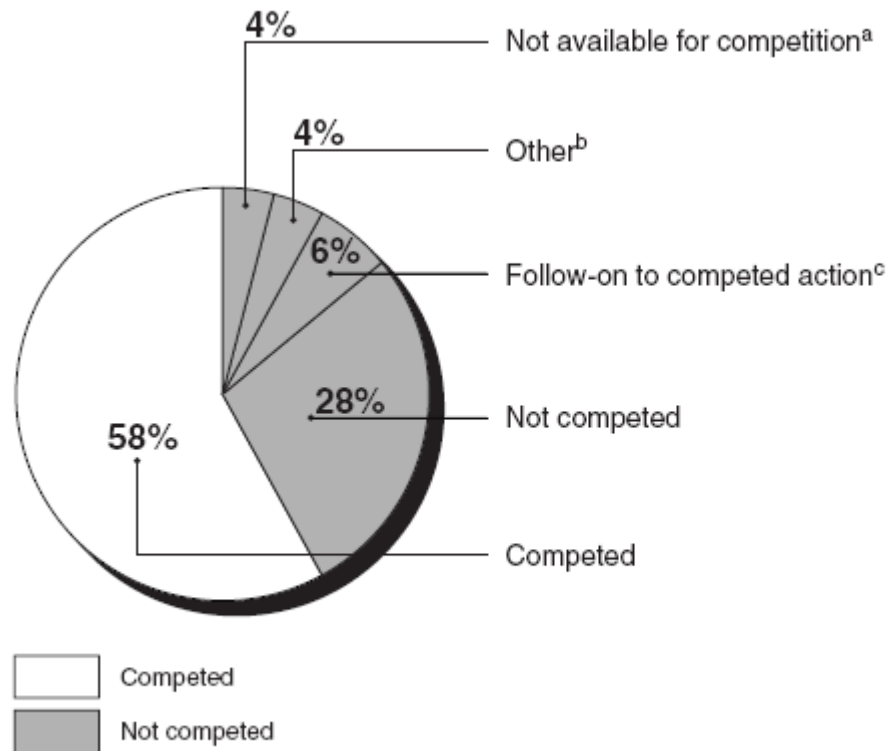
Dollars in billions		
<b>Contract type</b>	<b>Amount spent</b>	<b>Percent of total amount spent</b>
Firm fixed-price	\$73.1	51.0
Other fixed-price	\$17.5	12.2
Cost-type	\$41.3	28.9
Labor hours/time and materials	\$4.9	3.4

Source: FPDS.

Note: These figures include only orders and contracts for more than \$25,000; contracts for \$25,000 or less and purchase cards are excluded.

Percentages do not add to 100 as information on the number of offers was either missing or not required to be reported.

**Figure 7: Competition, Fiscal Year 2001**



Source: FPDS.

<sup>a</sup>Contracts not available for competition are for utilities, contracts authorized or required by statute to be awarded to a designated source, sole source contracts awarded to certain small disadvantaged businesses, or actions where the agency has determined that there is no opportunity for competition, among other things.

<sup>b</sup>Other includes actions for which data on competition were missing or not required to be entered, such as contracts awarded to Federal Prison Industries.

<sup>c</sup>Contracts that were follow-on to a competed action are those subsequent actions awarded to the particular contractor who had previously been awarded the initial contract under competitive procedures.

Note: These figures include only orders and contracts for more than \$25,000; contracts for \$25,000 or less and purchase cards are excluded.

**Figure 8: Degree of Competition for Competed Contracts, Fiscal Years 1997 through 2001**

Dollars in billions			
Fiscal year	Amount spent on competed contracts	One offer (percent)	More than one offer (percent)
1997	\$70.9	7.3	90.1
1998	\$71.9	8.3	88.5
1999	\$77.0	8.9	89.3
2000	\$80.0	8.1	90.1
2001	\$82.7	10.3	86.8

Source: FPDS.

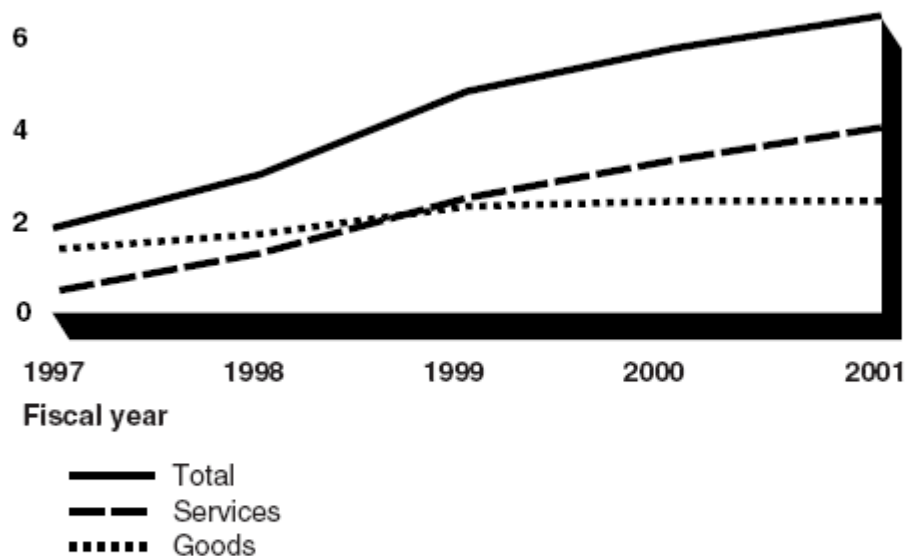
Notes: These figures include only orders and contracts for more than \$25,000; contracts for \$25,000 or less and purchase cards are excluded.

Percentages do not add to 100 as information on the number of offers was either missing or not required to be reported.

All dollar figures have been converted to constant 2001 dollars.

**Figure 9: Extent the Federal Supply Schedule is Used to Purchase Goods and Services, Fiscal Years 1997 through 2001**

8 Dollars in billions



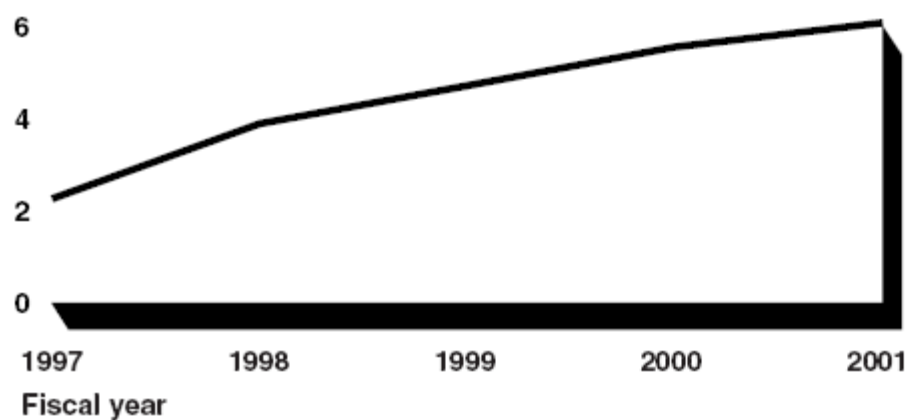
Source: FPDS.

Notes: These figures include only orders and contracts for more than \$25,000; contracts for \$25,000 or less and purchase cards are excluded.

All dollar figures have been converted to constant 2001 dollars.

**Figure 10: Amount Spent Using Purchase Cards, Fiscal Years 1997 through 2001**

**8 Dollars in billions**

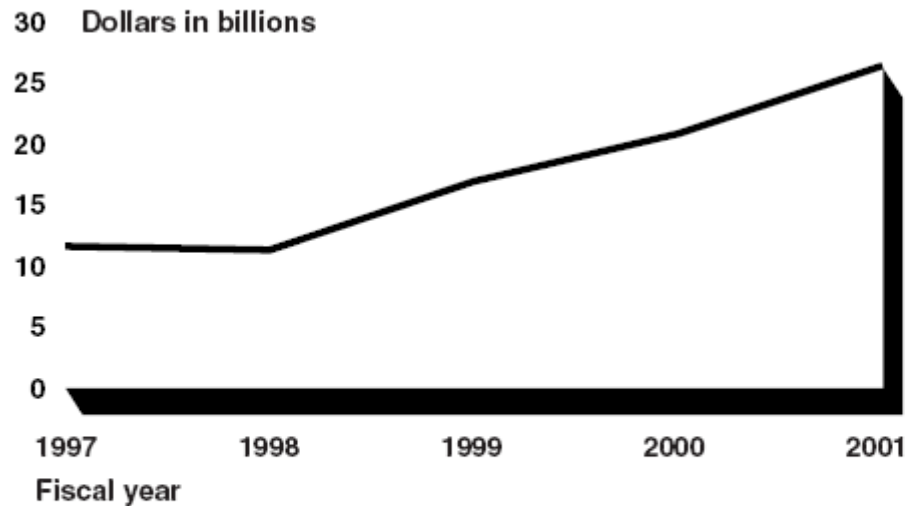


Source: FPDS.

Notes: In fiscal year 2001, DOD authorized the use of 230,646 purchase cards.

All dollar figures have been converted to constant 2001 dollars.

**Figure 11: Commercial Item Purchases Using FAR Part 12 Procedures, Fiscal Years 1997 through 2001**



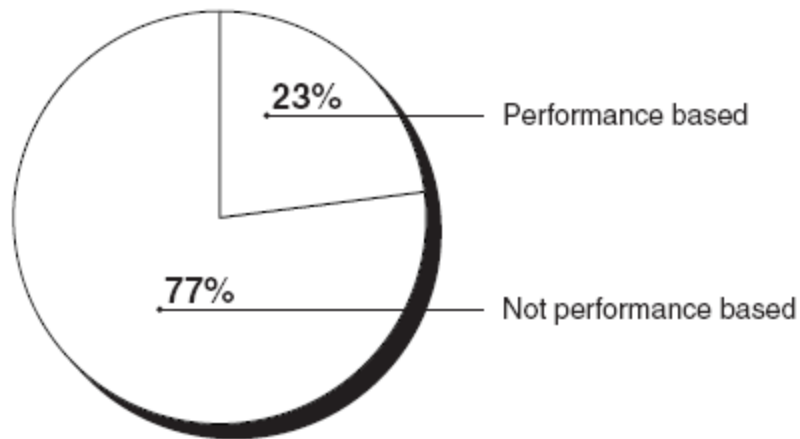
Source: FPDS.

Notes: These figures include only orders and contracts for more than \$25,000; contracts for \$25,000 or less and purchase cards are excluded.

All dollar figures have been converted to constant 2001 dollars.



**Figure 12: Extent That Eligible Contracts Are Performance Based, Fiscal Year 2001 (by dollar value)**



Source: FPDS.

Notes: Based on FAR 37.102, performance-based methods should be used to the maximum extent practicable for all services, except for construction, utilities, architect and engineering, or services that are incidental to supply purchases.

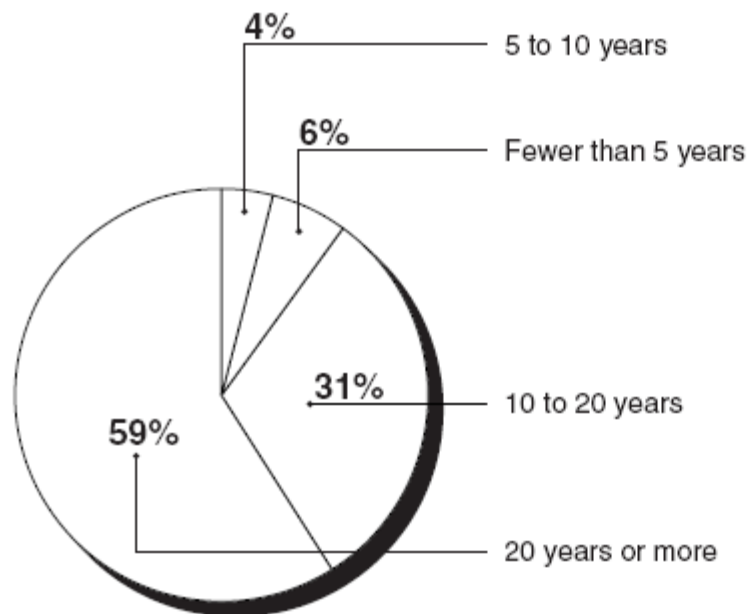
These figures include only orders and contracts for more than \$25,000; contracts for \$25,000 or less and purchase cards are excluded.

**Figure 13: Workforce Trends, Fiscal Years 1997 through 2001**

<b>Fiscal year</b>	<b>Total workforce</b>	<b>Acquisition workforce</b>	<b>Percent</b>
1997	691,931	74,890	10.8
1998	664,563	71,949	10.8
1999	645,990	69,408	10.7
2000	632,523	68,450	10.8
2001	628,915	68,513	10.9

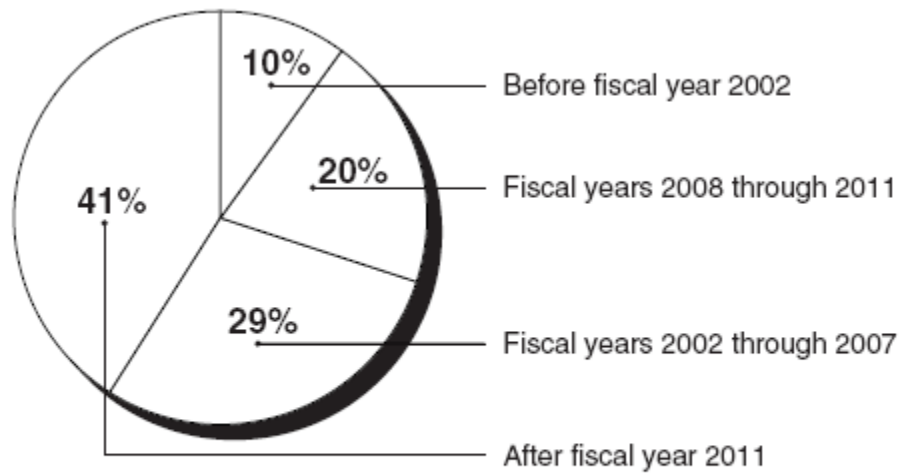
Source: CPDF.

**Figure 14: Acquisition Workforce by Years of Federal Service**



Source: CPDF.

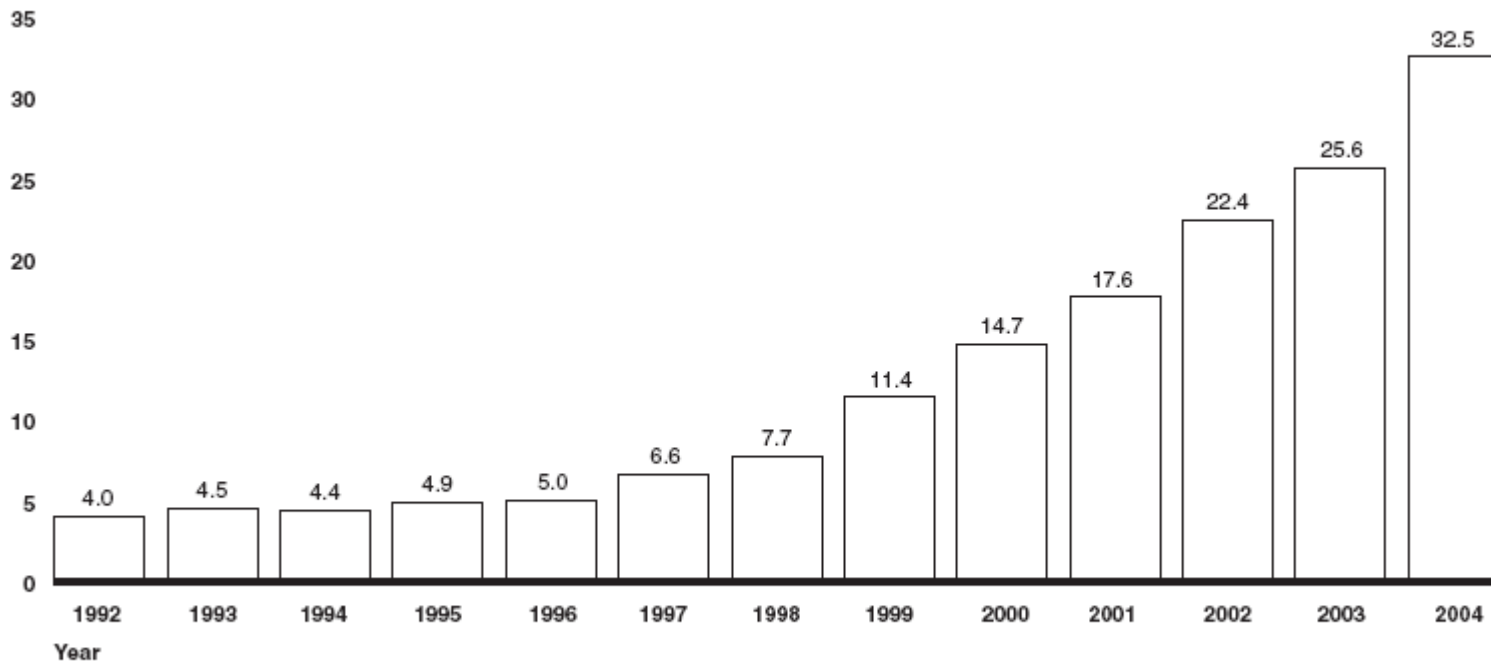
**Figure 15: Acquisition Workforce Retirement Eligibility**



Source: CPDF.

**Figure 1: MAS Sales, Fiscal Years 1992 through 2004**

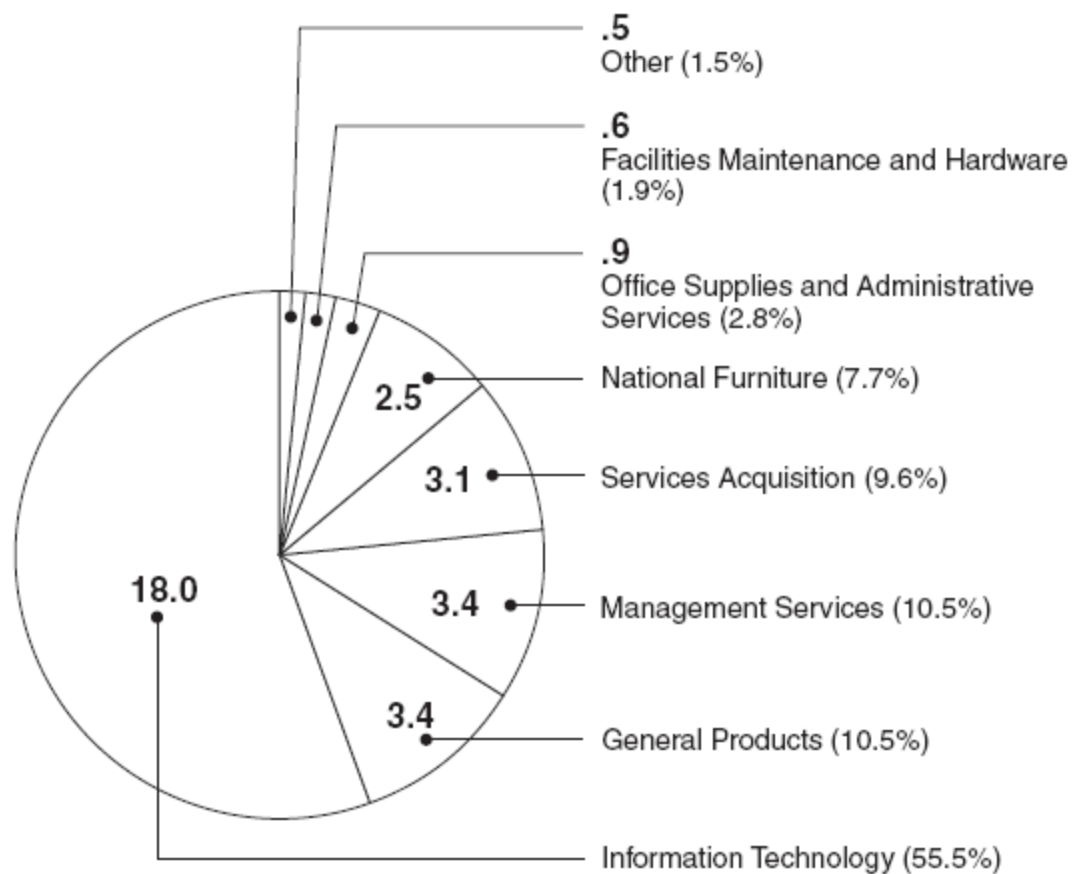
Dollars in billions



Source: GSA data.

Note: MAS sales amounts include single award sales for each year of less than \$1 million.

**Figure 2: Fiscal Year 2004 MAS Sales by Center**

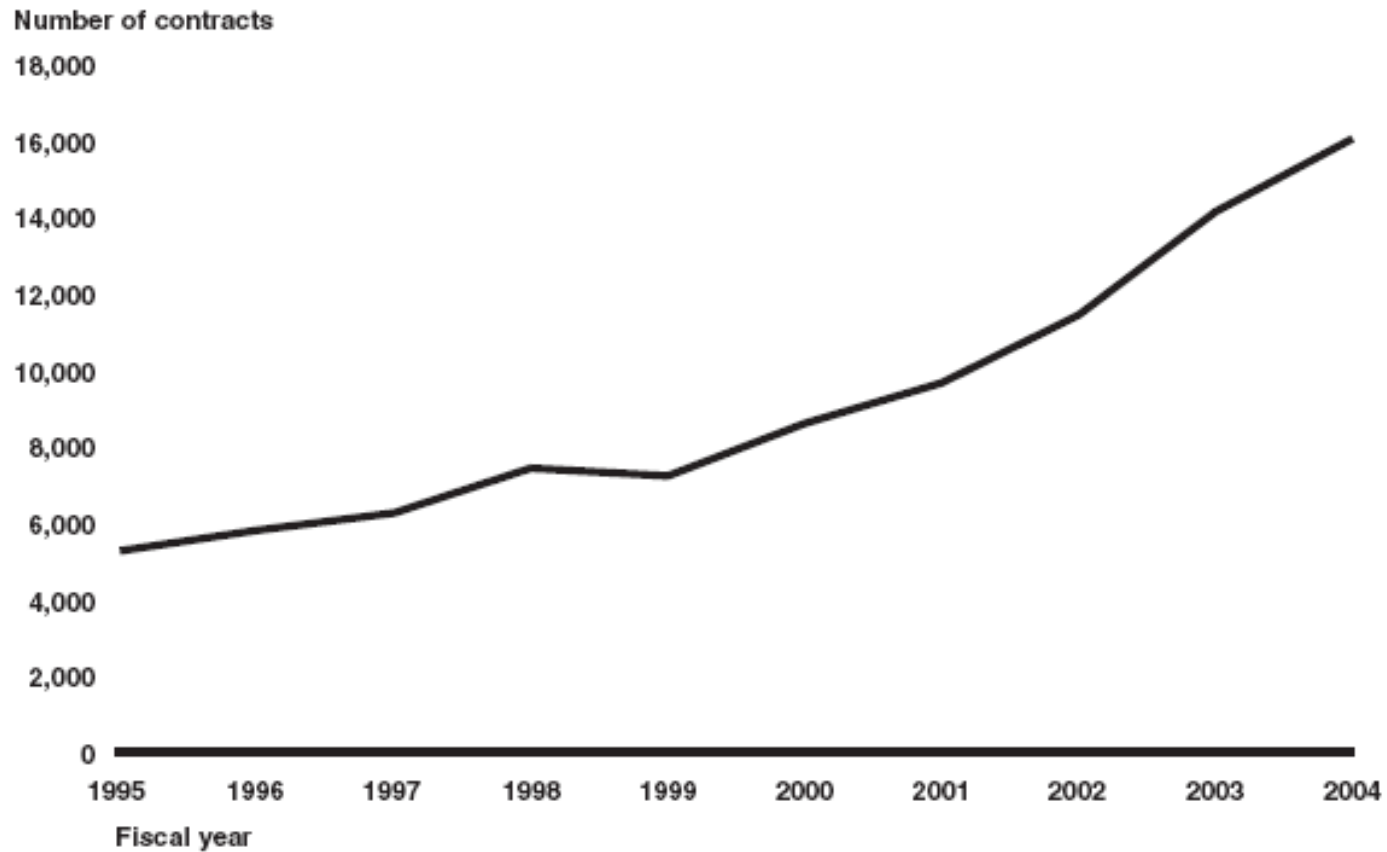


**Dollars in billions**

Source: GAO analysis of GSA data.

Note: The Other category includes MAS contracts administered by GSA centers other than MAS acquisition centers.

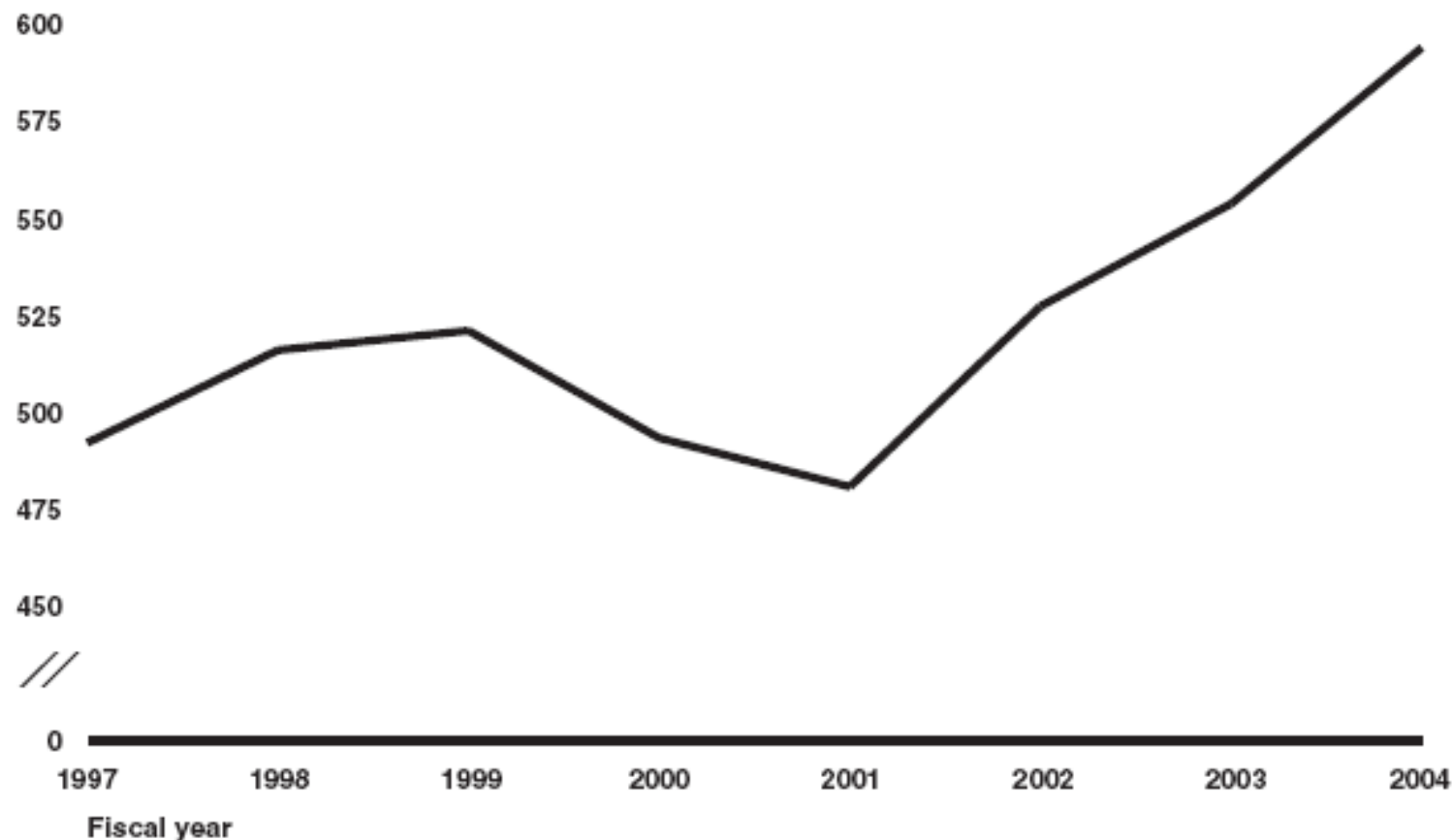
**Figure 3: Increase in the Number of MAS Contracts, Fiscal Years 1995 through 2004**



Source: GAO analysis of GSA data.

**Figure 4: Number of FSS Contract Specialists, Fiscal Years 1997 through 2004**

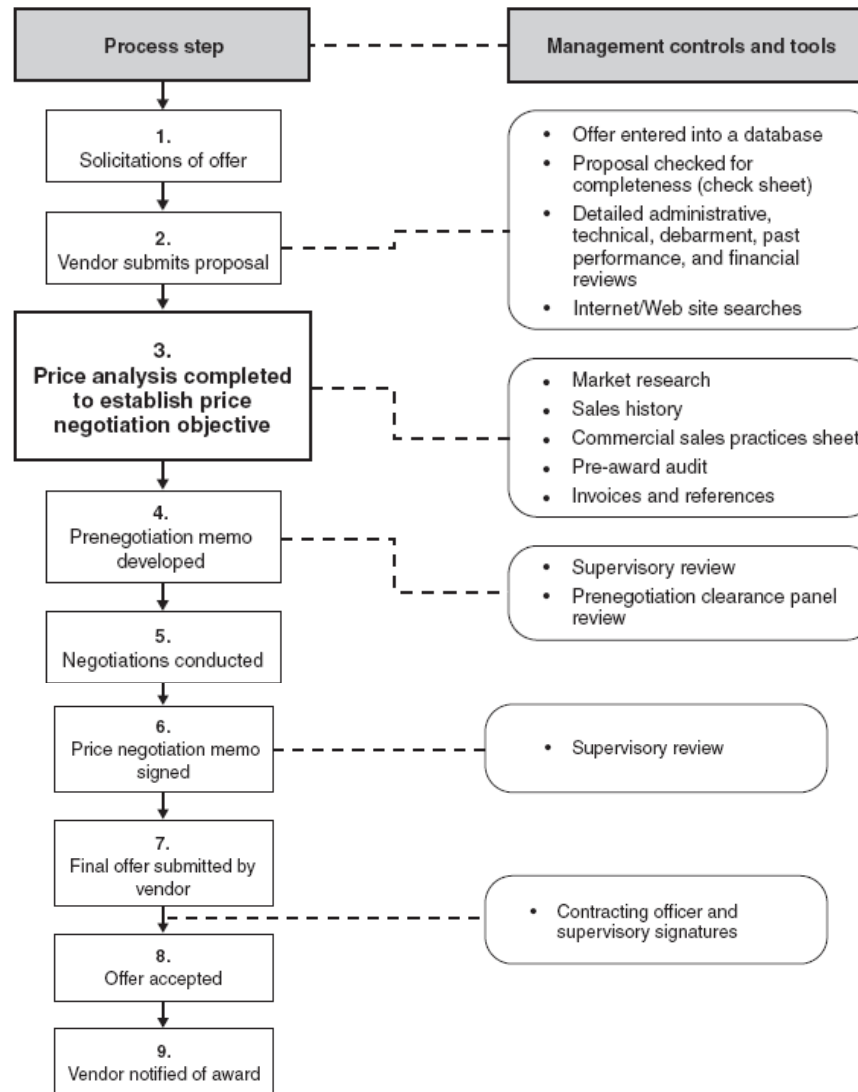
Number of contracting specialists



Source: GAO analysis of GSA data.



**Figure 5: MAS Contract Price Negotiation Process and Common Tools**



Source: GAO analysis of GSA data.

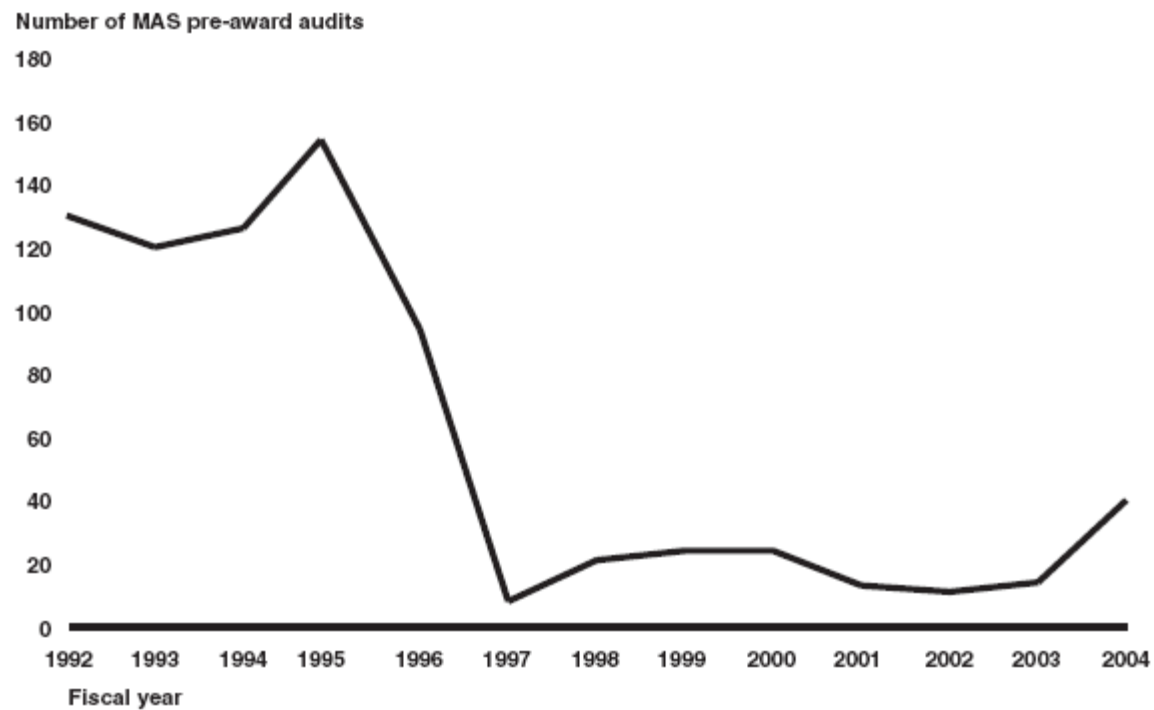
**Table 1: Contract Documentation Weaknesses of MAS Contracts by Acquisition Center**

<b>Acquisition center</b>	<b>Contracts reviewed</b>	<b>Contracts that did not meet pricing documentation requirements<sup>a</sup></b>	<b>Contracts with inadequate price analysis</b>	<b>Contracts that did not fully document price negotiations</b>	<b>Contracts that did not identify most favored customer price</b>
Center for Facilities Maintenance and Hardware	2	2	0	0	0
General Products Acquisition Center	10	5	5	0	0
Information Technology Center	10	8	5	7	4
Management Services Center	10	10	9	9	4
National Furniture Center	10	2	1	2	1
Office Supplies and Administrative Services Acquisition Center	10	9	6	6	2
Services Acquisition Center	10	1	0	0	1
<b>Total<sup>b</sup></b>	<b>62</b>	<b>37</b>	<b>26</b>	<b>24</b>	<b>12</b>

Source: GAO analysis of GSA data.

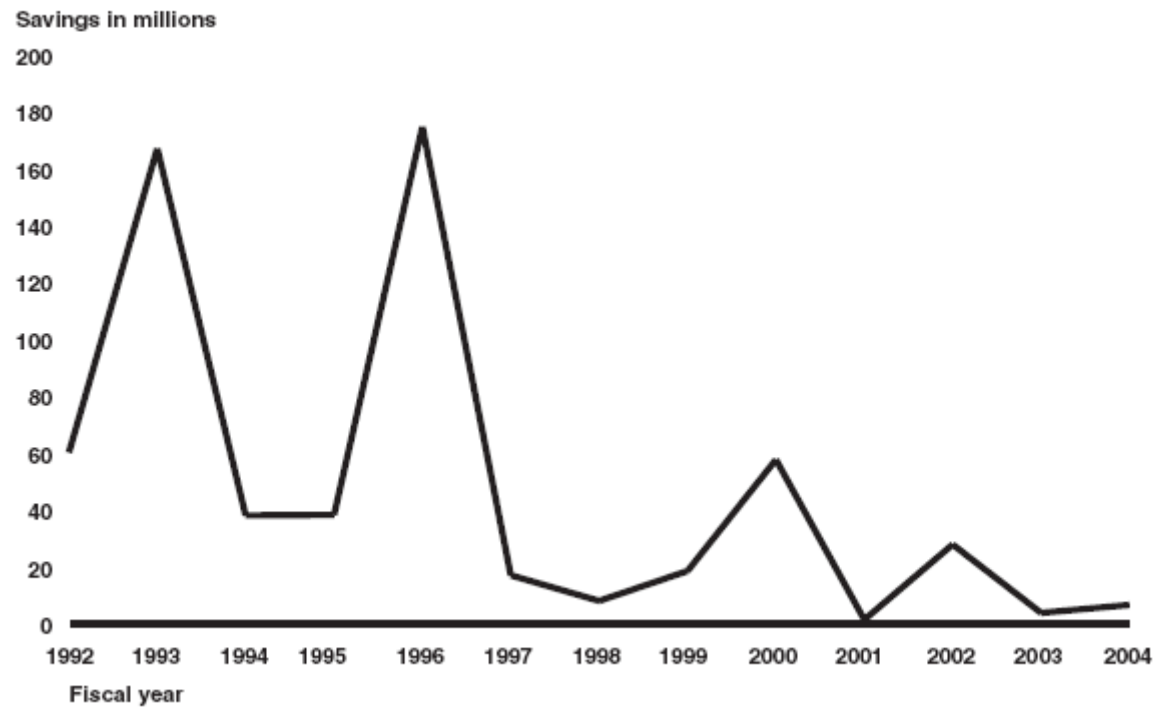
<sup>a</sup>Contract file documentation is to clearly establish that the vendor-supplied pricing information was accurate, complete, and current; that the vendor information was relied upon during the negotiations; adequate price analysis was conducted; reasonable negotiation objectives were established; the leverage of the total government's requirements was considered in negotiating prices; and the prices awarded were determined fair and reasonable as required in GSA Manual 538.270. [FSS Acquisition Letter FC-03-1: Acquisition Quality Measurement and Improvement Program; Mar. 25, 2003 and FSS Acquisition Letter FX-03-1, Supplement 1; Acquisition Quality Measurement and Improvement Program; March 2004.]

**Figure 6: MAS Pre-Award Audits, Fiscal Years 1992 through 2004**



Source: GSA Inspector General data.

**Figure 7: Negotiated Cost Savings from Pre-Award Audits, Fiscal Years 1992 through 2004.**



Source: GSA Inspector General data.

<b>Acquisition Center</b>	<b>Products and Services</b>
Center for Facilities Maintenance and Hardware	Appliances Coatings Lawn equipment Machining equipment Tools
General Products Acquisition Center	Buildings and building materials Industrial services and supplies Total solutions for law enforcement, security, facilities management, fire, rescue, clothing, marine craft, and emergency disaster response Food service, hospitality, cleaning equipment and supplies, chemicals, and services Sports, promotional, outdoor, recreational, trophies, and signs Temporary administrative and professional staffing Laboratory testing and analysis services Test and measurement equipment, avionics equipment, unmanned aerial vehicles, and related services Chemistry, biochemistry, clinical instruments, general purpose laboratory instruments, and services Geophysical, environmental analysis equipment, and services
Information Technology Center	General purpose commercial information technology equipment, software, and test administration
Management Services Center	Energy services Environmental services and products Language services Logistics worldwide Management, organizational, and business improvement services

Management Services Center	<ul style="list-style-type: none"> <li>Energy services</li> <li>Environmental services and products</li> <li>Language services</li> <li>Logistics worldwide</li> <li>Management, organizational, and business improvement services</li> </ul>
National Furniture Center	<ul style="list-style-type: none"> <li>Office, imaging, and document solution</li> <li>Professional audio/video, telecommunications, and security solutions</li> <li>Office furniture</li> <li>Household and quarters furniture</li> <li>Packaged furniture</li> <li>Comprehensive furniture management services</li> <li>Special use furniture</li> <li>Miscellaneous furniture</li> <li>Floor coverings</li> <li>Furnishings</li> </ul>
<b>Acquisition Center</b>	<b>Products and Services</b>
Office Supplies and Administrative Services Acquisition Center	<ul style="list-style-type: none"> <li>Training aids and devices</li> <li>Instructor-led training</li> <li>Course development</li> <li>Test administration</li> <li>Office products/supplies and services</li> <li>New products/technology</li> <li>Publication media</li> <li>Shipping, packaging, and packing supplies</li> <li>Human resources and Equal Employment Opportunity services</li> </ul>
Services Acquisition Center	<ul style="list-style-type: none"> <li>Financial and business solutions marketing</li> <li>Media and public information services</li> <li>Professional engineering services</li> </ul>

Source: GSA data.

To determine trends in the acquisition workforce, we analyzed data obtained from the Office of Personnel Management's Central Personnel Data File (CPDF), which is the governmentwide human resources reporting system. The data we used reflect information on permanent employees reported to the CPDF as of September 30 of the particular year. The CPDF relies on agencies to ensure that the data are timely, accurate, complete, and edited in accordance with OPM standards. There is no standard definition of what constitutes an agency's acquisition workforce, and agencies have defined their workforces in various ways. To provide consistency and comparability among agencies, we defined the acquisition workforce as those individuals serving in the following 14 occupation series:

1. GS-246: Industrial relations
2. GS-346: Logistics management
3. GS-511: Auditors
4. GS-1101: General business
5. GS-1102: Contracting series
6. GS-1103: Industrial property manager
7. GS-1104: Property disposal
9. GS-1106: Procurement clerical support
10. GS-1150: Industrial specialists
11. GS-1152: Production control
12. GS-1910: Quality assurance
13. GS-2003: Supply management
14. GS-2010: Inventory management

Table 4 provides additional information on the data elements we included in each agency's profile.